

# FAS Senate

AN ELECTED BODY OF THE FACULTY OF ARTS AND SCIENCES  
YALE UNIVERSITY

FAS Senate

Minutes

Thursday January 18 2018, HGS 211

APPROVED

In attendance:

Senators: Chair Matthew Jacobson, Deputy Chair Karen Wynn, Sybil Alexandrov, Marijeta Bozovic, Alexandre Debs, Maria Doerfler, Emily Erikson, Beverly Gage, John Geanakoplos, Shiri Goren, Emily Greenwood, Jennifer Klein, Ruth Koizim, Maureen Long, Rajit Manohar, Reina Maruyuma, Mark Mooseker, William Nordhaus, Charles Schmuttenmaer, Ian Shapiro, Mark Solomon

Also in attendance: Dean Tamar Gendler, Deputy Provost Stephanie Spangler, and several other members of the FAS faculty

Absent: Brad Inwood, Rose Rita Riccitelli (staff)

1. There would be no update from the Chair, in light of the weighty agenda items to come, Mr. Jacobson announced.
2. Acceptance of the minutes of the December and January meetings would be postponed to a subsequent meeting, in light of Ms. Riccitelli's illness and absence.
3. Selected committee updates followed.

Budget Committee. Chair Ian Shapiro said there was nothing new to report on the Committee's effort to gather data at Yale to do with hiring and retention challenges. William Nordhaus and John Geanakoplos has been gathering more information from the Committee on the Economic Status of the Faculty (CESF) on evolution of Yale salaries with regard to piers. William Nordhaus reported that the Executive Committee did meet January 17, 2018 with the Dean of FAS and the President to discuss Yale salaries and those of faculty at pier institutions, based on data publically available from the AAUP. That group has compiled data from 1970 for ladder faculty as well as some non-ladder, and by rank, but his (Nordhaus') focus was on the full professor rank for which comparables were readily available. Nordhaus' conclusion: that from 1980 to 2016-17, Yale salaries have gone from 'comparable' [with pier institutions] to a spot 10% below that point. It was 'extremely disturbing,' especially when dealing with recruits and retentions, Nordhaus said. Available data was not perfect, he admitted, but it did include non-medical school faculty elsewhere, it was available publically, and covered a long period of time. Yale faculty have suffered a 'serious hit' in terms of compensation, he concluded. When asked by Beverly Gage to speculate on why, Mr. Nordhaus demurred, except to conclude that it was a result of the FAS not having been 'a top priority of the University...over the last 25 years or so,' further suggesting that 'our core mission' was being short-changed. It was not necessarily a planned effort to 'squeeze

the faculty,' but 'inadvertent,' he said. Maria Doerfler wondered if there were trends in particular disciplines or was the downward trend across the board. Nordhaus noted AAUP data didn't divide by divisions, only by rank, but his group didn't have access to such data (by division). Jennifer Klein mentioned some related aspects of this problem, namely that compensation was such, few could afford to take leave, and others were hampered by their inability to take outside fellowships which may have been frozen. John Geanakoplos agreed the compensation situation was 'most disturbing,' and not only within the FAS. The downward trend may have been due in part to the overreaction to a crisis, but it was the job of stewards to manage such cycles, Geanakoplos said. 'You can't manage a great university without being able to manage through the down cycles,' he said. Shapiro observed that compensation decisions had reached a level suggesting 'pathological risk aversion...massive belt tightening not reversed when things are not bad.' Shapiro noted that the endowment had been doing much better in recent years, but salary pools were not going up. Karen Wynn raised the point that to go beyond conjecture in interpreting Yale's relative decrease, there was a need to dig down into the data and obtain more fine-grained information about where the numbers were actually changing and where they were holding steady, across different schools, divisions and disciplines, as well as across faculty who had only recently been recruited versus been at Yale a long time. She raised the question of how additional information of the needed specificity might be obtained. Nordhaus emphasized that the facts of the decrease were not speculative, that the information gathered had come from an institution that had been gathering the data for many years. He also stated that we have information on numbers of faculty within each of our schools, as well as some data on salary trends and salary premia in different schools, and these would make only a small difference of perhaps 1 or 2 tenths of a percent in the level of the trend over the last 8 years or so. Marijeta Bozovic wondered what the Senate should be doing, in the face of such inflammatory information. Nordhaus labeled it incendiary, and noted that the subject was the primary mission of CESOF, and it would be the Senate's job to keep abreast of the latest information that committee had to provide. Mark Solomon observed that the gradual erosion of salary parity, or .5% a year since 2000, has led to a decrease in 'real money.' Geanakoplos agreed with Wynn that it mattered where the changes were coming from, whether from divisions, or older faculty, and the administration was in a better position to answer those questions. '\$10M or \$20M increase spent on faculty in play could transform our faculty, Geanakoplos said, whereas if it were spread evenly across the board might have a lesser effect. We should urge the administration to look into that, he said. Charles Schmuttenmaer, a former member of CESOF, wasn't sure anything could or would change simply as a result of a CESOF report. Chair Jacobson vowed to stay on top of the issue, in conjunction with CESOF, which, he pointed out, had some resources the Senate did not.

Committee on Faculty Development. Chair Maria Doerfler noted that 452 faculty members had already participated in the Committee's survey, and urged senators to encourage more to weigh in.

Committee on Diversity and Inclusivity. Chair Emily Greenwood reported she and former committee member Doug Rogers met with members of the FAS Dean's Office, with Katie Lofton and Bethany Zemba from the FAS Dean's Office, as well as OIR to talk about how statistics on diversity are measured. She looked forward to the operations of a new Office of Diversity and an increased effort to gather such data.

4. Standards and Procedures for Resolving Faculty Misconduct. Karen Wynn, the chair of the Senate Ad Hoc Committee, reviewed the final Standards and Procedures proposal of the University-Wide Ad Hoc Committee (chaired by Katie Lofton), which will go to a vote of the faculty on January 30.

The final proposal includes more due process than had been envisaged by the University Wide Ad Hoc Committee proposal presented more than 2 years ago, she said. It includes a faculty elected review panel, and more shared decision making of the panel with the Provost. Questions remained about exactly what a violation of conduct standards would be, she agreed, but she was confident, along with the other members of the Senate ad hoc committee, that the proposal was ready to be implemented. The standards and procedures were scheduled to be re-evaluated in 3 years, Ms. Wynn said. It was a work in progress, she agreed, but its implementation was due. Cases were waiting to be heard, and 'due process means not lingering.' William Nordhaus admitted he might be the least enthusiastic supporter of the proposal, but said it was 'time to move ahead.' With that, the Senate voted unanimously to endorse the Committee's proposal [that the Senate recommend to faculty that they vote in favor of the Standards and Procedures]. Senate Chair Jacobson urged his colleagues to get out the vote.

5. Women Faculty Forum Report on Gender Equity and Campus Climate. Claire Bower, chair of the WFF, spoke about what the group had learned in its recent investigation into questions of gender diversity. The report, entitled *The View from 2002, 2007, 2012 and 2017* is available on the WFF website. Her group had gathered information from OIR and the FAS dean's office, and has concluded that the gender split among faculty, wherein men outnumber women roughly two to one, has been static for the past five years, whereas in the group of deans there has been a surge in the number of women. Dean Gendler and Nancy Ruther, with the WFF, agreed this last was largely attributable to the greater number of deans and restructuring. The WFF report also looked at ethnic diversity in the past five years, and found there had been little change – the faculty remains overwhelmingly white, Bower noted. Bower hoped to work with the Senate, to produce more research and better data, to advocate for more gender diversity among faculty across the University and perhaps to establish mentoring programs within the FAS departments. In response to a question from John Geanakoplos, Ms. Ruther said WFF's goal was not parity in any one department between numbers of men and women, but to promote each department's chance at getting the best people. Maria Doerfler wondered if the gender gap was attributable to a 'pipeline problem.' Bower felt that was not the case, since there was parity, more or less, among graduate students and junior faculty, though she admitted it might be a bit of an issue in particular departments. There followed some discussion about reasons for the gender gap among departments, including speculation that it was tied to the impact of tenure clocks on child rearing, or the reluctance of women faculty to look for outside offers in order to push salaries up. And there was a consensus that more data, including exit surveys and information from peer institutions, would be of use. William Nordhaus raised the question of a gender pay gap. The WFF report did not look into that question, Bower said, because it did not have access to the data. Dean Gendler, when asked about the gender pay gap question, reported that her office had found no such gap, when allowances were made for the number of men and women in the FAS divisions. Chair Jacobson asked Bower what could be done to improve gender equity in hiring and promotions. The WFF is looking to the University's \$50M diversity initiative, she said, as well as to the newly proposed Standards and Procedures policy.

Stephanie Spangler, Deputy Provost for Health Affairs and Academic Integrity, spoke to the Senate on the current campus climate. Whereas in the past, much of the work she was involved in had to do with sexual misconduct, particularly among undergraduates, whereas more recently it has involved more discussion of harassment of others, including within departments. Complainants increasingly want accommodations, not simply disciplinary proceedings. Since 2011, there have been about 900 complaints lodged, according to Spangler; of that number 40%

had come from undergrads. 55% of students have complained of sexual harassment to some degree wherein the harassment had a negative effect on their academic work, according to Spangler. Reporting has been made easier, according to Spangler, and there has been more effort put in to prevention and education, including bystander intervention training. Chair Jacobson suggested he and his fellow senators take such training at an upcoming workshop. 'A national moment' has led to these discussions, Jacobson said. He asked for a working group to further discuss how to best move the discussions forward, by workshop or other panel, including faculty and grad students. Shiri Goren, Emily Greenwood and Clare Bowerman agreed to be that group, along with Jacobson. The Feb 6 town hall, "Sexual Harassment, Gender Equity and Campus Climate," would be postponed for a bit in order to better prepare.

The meeting adjourned at 6 pm